Security Force Assistance

Security Force Assistance

HN assumes lead in counterinsurgency

Alleviates a large CF presence

Stabilize the HN for:

- Larger social equality

- Economic prosperity

- A free and democratic society (self rule)

Security Force Assistance

Building a professional military/police will set a standard for the society and advance the population to breaking its long and multifaceted cycles of violence.

Security Force Assistance

“You have to prove to them your intentions through your deeds and through building relationships, and we were able to do that over a period of a few months. So lifting the fear off the community is the first element. The second element then is to be able to follow that up with the security capability, Iraqi police backed up by Iraqi Army.”

Colonel HR McMaster

Security Force Assistance

1) Political Dominance → Are we supporting the Strategic Objective?

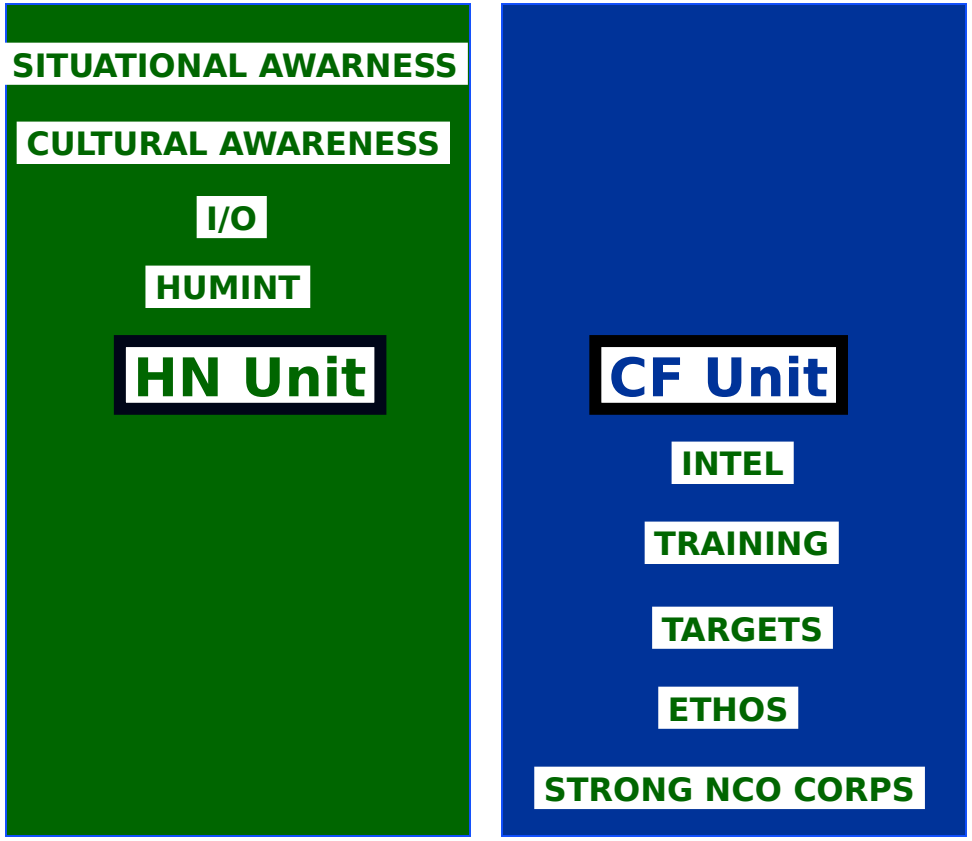
2) Unity of Effort → Who are we supposed to work with?

3) Legitimacy → Do the people feel we are protecting them?

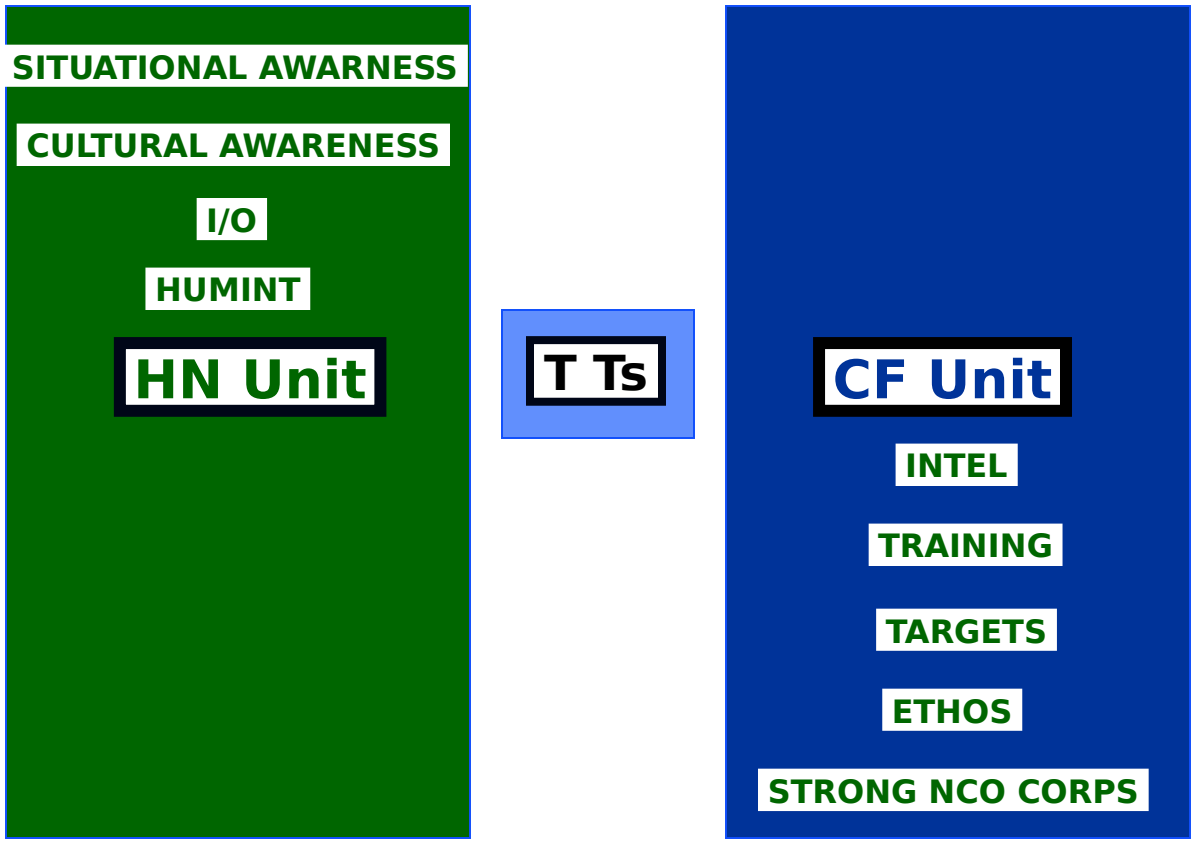
4) Adaptability → Do the people provide intel?

5) Perseverance → Is the effort to ensure the HN can operate when we leave?

Campaign Plan



Campaign Plan



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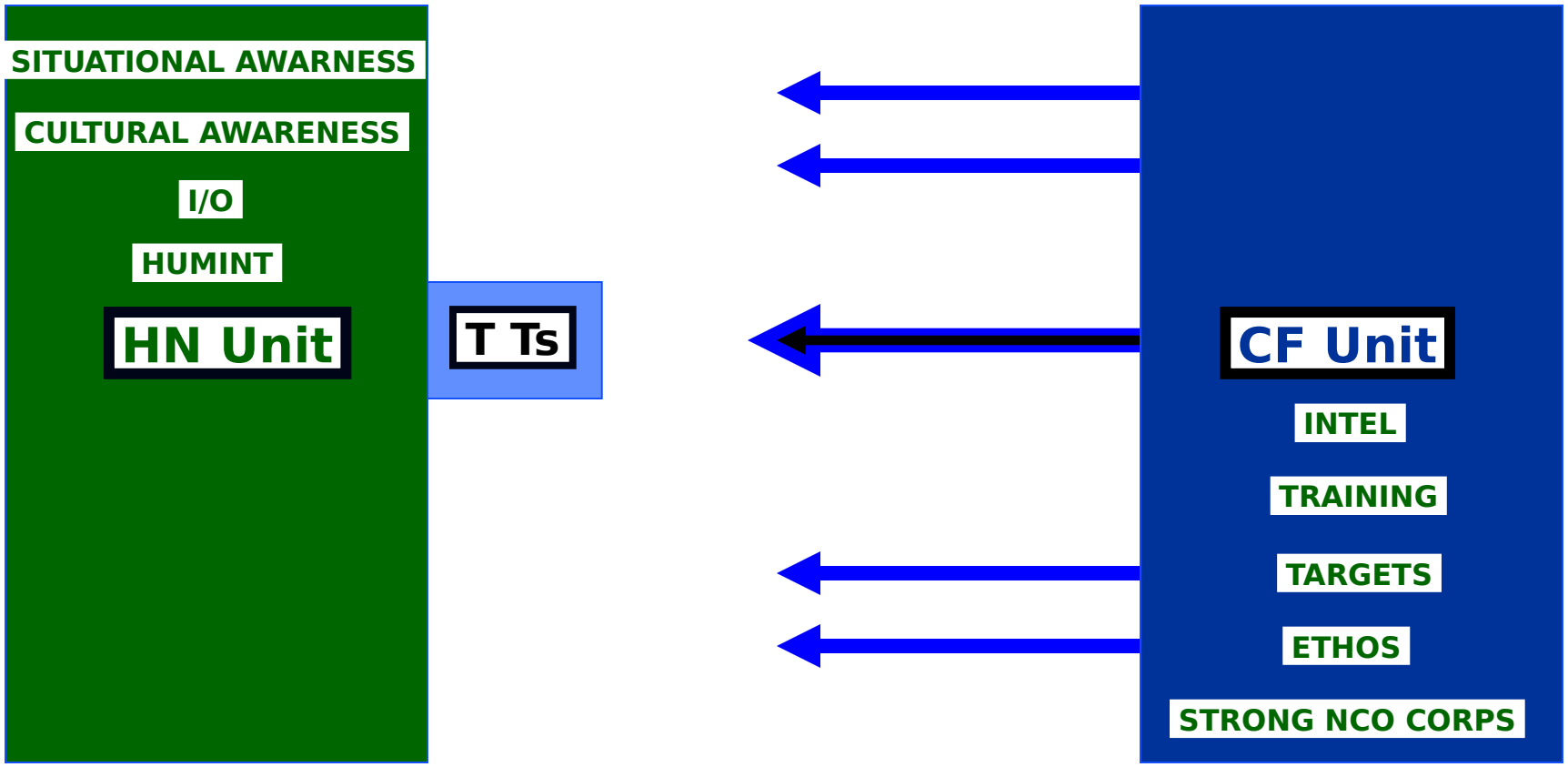
Campaign Plan



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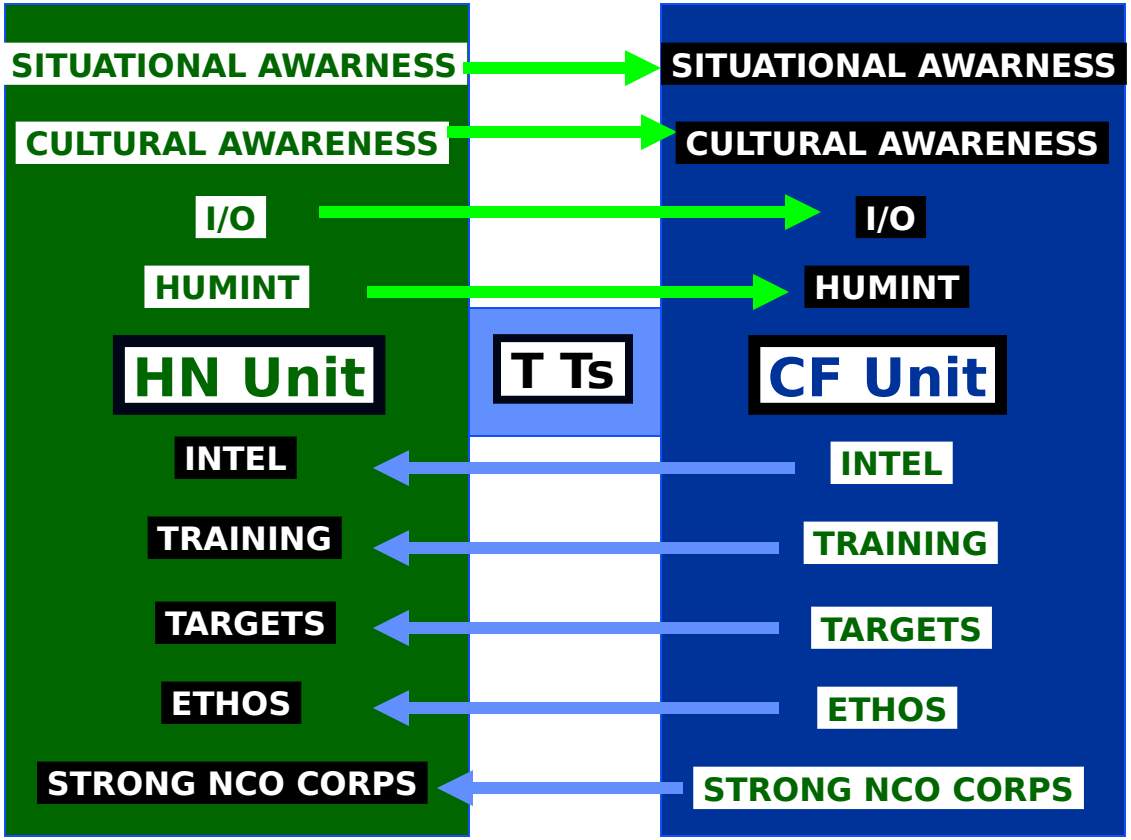

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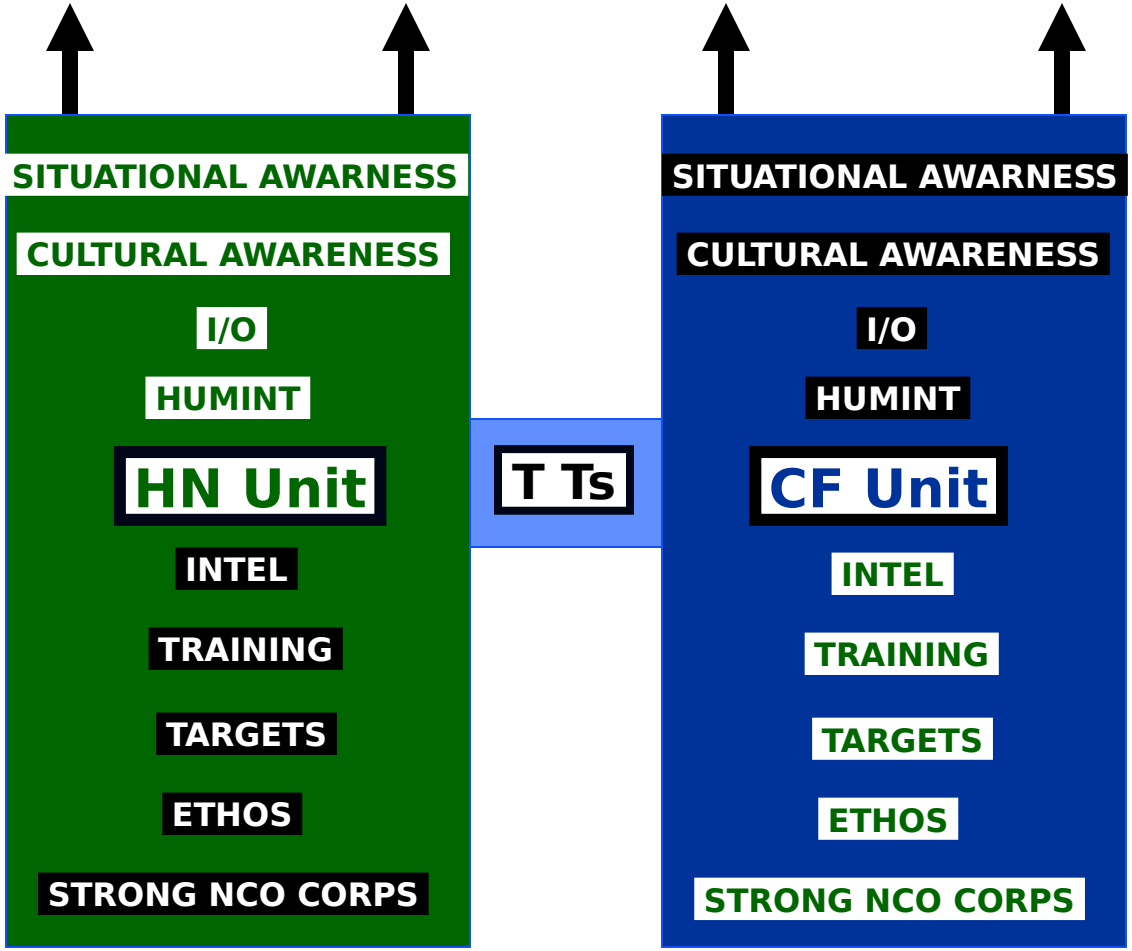

Historical Example

The situation the ISF confronts is similar to the problem Israel faced in Lebanon in the early 1980s:

"Sabra-Shatila" – Refugee camps in Beirut where, in 1982, the Lebanese Christian Phalangist militia conducted an Israeli Defense Forces (IDF) authorized operation to search for Palestine Liberation Organization (PLO) fighters. The militia instead massacred up to several thousand civilians as revenge for the assassination of the Maronite Christian president and years of brutality the Lebanese suffered during the PLO occupation.

A truth finding commission later established the IDF leadership was responsible for the massacre as they tacitly allowed the contentious conditions to develop without intervening.

Facilitate HN & Partner Unit

Relationships

Combined Commander's Update Briefings (CUB)

Combined Target Meetings

Combined Training Meetings

Commander, S-3 attend back briefs

HN LNOs

Attend parallel planning

Proximity is a consideration

Remember, it's a Marathon

Major causes of an advisor's failure

Inability to maintain a good working relationship

Fails to understand why his counterparts do not feel the "sense of urgency" that he does

Unable to realize that his counterpart will remain and continue to fight the enemy long after his tour is over

Negative Practices

- **Lack of support**
- **Partner units don’t conduct dismounted patrols**
- **Making promises to host nation units**
- **Not participating in operations**
- **Not sharing the danger**
- **Not eating and sleeping with host nation**
- **Partnering units not involving host nation and Combat Advisors**
- **Not conducting mission analysis and estimate of situation with host nation**

Positive Practices

- Building rapport (sharing hardships)
- Participation in operations
  - Prevent/document abuses by host nation
  - Gather info from detainees during tactical questioning
  - Assist in building targets and follow-on missions
  - Coordinate between host nation and partner units
  - Combat advising
- Continue to assess training
- Provide long-term sustainment

Imperatives

Understand the Operational Environment

Imperatives

Recognize Political Implications

Imperatives

Facilitate Interagency Activities

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

USAID
FROM THE AMERICAN PEOPLE

International Federation
of Red Cross and Red Crescent Societies

Imperatives

Engage the Threat Discriminately

Imperatives

Consider Long-Term

Identify and fix the problem at its root cause

Imperatives

Ensure Legitimacy and Credibility of Combat Advisors and Partner Units

Imperatives

Anticipate and Control Psychological Effects

Sunni groups demonstrate to demand the release of top Sunni religious leader

Imperatives

Apply Capabilities

Imperatives

Develop Multiple Options

Imperatives

Ensure Long-Term

Imperatives

Provide Sufficient Intelligence

An Iraqi informant in Tall Afar uses a thumbs down to signal that a detainee should be released

Imperatives

Balance Security and

Challenges for the Combat Advisor

US Army Combined Arms Center

Building Teams

- **Cohesive US units are not created overnight**
- **Effective junior leaders are not born, they are built**

Good leaders and good units eat, sleep, sweat and bleed TOGETHER.

Challenges for U.S. Units

- **“Take Charge” attitude**
- **Dignity and Respect**
- **Cultural sensitivity**
- **Is perfection the enemy of good enough?**
- **Over-coaching desensitizes the unit in training**
- **Patience**

Pick and Choose Your Battles

- You cannot change culture
- They want to emulate you
- They want to be successful
- Make your opinion valuable

- A professional Army
  - Promotion based on merit
  - Professional NCO corps
  - Military must support political process
  - Defend the rights of citizens

Being There

Trends that can not be addressed if advisors are not there

- **CQB – didn’t communicate/mark rooms clears, no one cleared or communicated moving to stairwell and roof**
- **Didn’t utilize NCOs**
- **Actions on contact**
- **Hand and arm signals**
- **Finger in trigger well**
- **Fire control measures**
- **Can’t call for assets**
- **Assessment**

Combat Advisor Duties and Responsibilities

Mission Planning

MiTT Chief ensures the HN Commander:

- Issues planning guidance
- Provides C2
- Devises time plan
- COA development
- Ensures OPLAN are IAW higher OPORD

MiTT Staff ensures the HN Staff:

- Prepares estimates of COA for identified task
- Prepare tentative plan of COA
- Coordinate execution of tasks

Mission Planning

MiTT XO ensures HN Executive Officer:

- Chief of Staff
- Performs analysis
- Directs development
- Coordinates and prepares plans
- Reviews tentative plans with S3

MiTT S-1 ensures HN S1:

- Prepares HN personnel status estimate
- Prepares personnel support of the IA's OPLAN
- Proper coordinations

Mission Planning

MiTT Intelligence Officer ensures HN S-2:

- Prepares intelligence estimate and annex for OPLAN
- Prepares IPB and intelligence collection plans
- Updates PIR's and IR's from higher
- Prepares Target Package

MiTT Operations and Training Officer ensures HN S3:

- Prepares IA's operation estimate
- Supervises updating CCIR
- Task organizes the HN unit
- Responsible for advising HN on PSYOP activities
- Issues planning guidance from partner unit commander's guidance
- Prepares training plans
- Advises on paragraph 2 ,3 and 5

Conduct of Operations

The MiTT commander

- Advises and assists the HN unit commander
- Recommends improvements or additions
- Helps the HN unit commander understand and executes the partner unit commander's intent
- Keeps the command communications channels open between HN and partner unit

Conduct of Operations

MiTT XO:

- Monitors all HN staff sections
- Helps his counterpart
- Monitors the liaison and coordination with higher HN units

MiTT S1:

- Monitors maintenance
- Monitors processing of wounded
- Monitors the processing of detainees/Records HR violations
- Monitors the HN unit morale

Advisor in COIN

Questions?